

C5A-0511-63

COPY 3 OF 3

January 22, 1963

Trip Report
Detachments - Dec. 1962

In December, 1962, the undersigned undertook, at Project Headquarters' request, a trip to Det. H, Det. G (staging) and the 67th RTS. Visits to other locations had been planned but did not materialize.

More detailed information on the various trips are contained in the attached appendices, but briefly my findings are as follows:

1. A thorough re-examination of the Camera maintenance procedures and reporting SOP is recommended.
2. The manpower situation at the 67th RTS is critical and will become extremely so within the next four months.
3. The 67th also needs better reproduction equipment if they are to be useful in the future. However, without a new or augmented facility they can never become a high quality installation.
4. Supply of the 67th RTS through channels is practically non-existent insofar as special purpose equipment or supplies are concerned.
5. Det. H has "local" supply problems.
6. A few pieces of reproduction equipment for the 35th RTS (H) might further cement relations without costing very much.
7. The staging area for G, in spite of vast improvements could stand a few more recreational facilities if it is to be used for months in succession.

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ORIGINAL SIGNED BY

ELG/MDG

Orig. + 2 cc - J.C. ✓

cc: ABS

JLB

FCEO

Appendix A
Trip Report
67th RTS

The three main problems facing the 67th RTS are: manpower, supply and facility and equipment in about that order.

Manpower is particularly critical and will become much more so within six months. They are authorized 17 men for project work and have either 8 or 10 (some confusion exists in my mind as to the exact number). Very few of these are trained in continuous processing and none have gone through the "precision processing" school at Lowry. This shortage is largely due to the fact that most of their men are not clearable - they have close ties of one sort or another with [REDACTED] nationals. 25X1C

The only two technical sergeants available will be leaving by May. No replacements are expected. Three more of this crew will have left within the same time. Of the remainder, from personal observation, two are useless. Therefore, by or before May, 1963, the 67th RTS will cease to exist for project purposes unless something is done about manpower.

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Col. [REDACTED] has gone so far as to request that a number of "slots" in his T O & E be changed from 232X0 to 232X1, but it is a recognized fact that neither 5th AF nor PACAF care very much about the activities of the 67th except in support of 5th AF.

Supply channels provide innumerable frustrations because they don't acknowledge the need for special supplies and equipment. There are too many steps in the procurement channels with a legalistic approach to requiring detailed information on any items required such as full description, stock numbers and firm prices. In this day and age such data are not available on suitable equipment.

If the information is furnished, the requisitions get "lost" or the ultimate stymie is "no funds." An estimate, based on experience, is that procurement of special items takes from 18 months to two years plus fabrication time.

What is needed is extension of the "Dragon Lady" or similar project to cover the special activities of the 67th.

Two of the men assigned to the project had to tackle a mission without ever having had any experience with the processing machines. It would seem a simple matter to provide training film from Det. H or even from Det. G to keep the men and machines checked out.

Appendix A

-2-

The facility and equipment admittedly pale into insignificance beside the manpower problem, but one way to alleviate the problems of inadequate manpower is to provide adequate facility and equipment. The facility is too small, humidity control is non-existent and temperature control nearly so. Water supply is inadequate and very dirty. I am merely reporting facts and not making recommendations because until the Air Force acknowledges the need for an adequate processing facility in the Far East, this is a lost cause.

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Equipment is a different story. Our people, [redacted] and [redacted] have done a commendable job in modifying the existing processors to do the intended job and to meet existing conditions. A few more modifications such as extractor rollers and new dryers should make them adequate. They do not need new processors. Film handling and printing equipment is, however, almost non-existent. They could use and should have:

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- 1 Presplice Table
- 2 Inspection Tables
- 1 Densitometer Table
- 1 Printer
- 2 Model 3 70mm Viewers
- 1 Tacky Roll Cleaner
- 2 Prs. Adj. Hand Rewinds

The total cost of the above is about \$45,000.

In addition, if their role envisions titling, they should have a titler and a lacquering machine at a total cost of \$30 to \$35,000.

But, I repeat, equipment isn't their problem - manpower is.

The P.I. section of the 67th needs the tracker film to plot course and cloud cover. They claim they could reduce their reporting time by 1/3 if it were delivered with the B film. Present practice is, of course, the result of an old SOP.

Appendix B
Trip Report - Det. H

Bob doesn't think he has morale problems although he has - of the kind that should be expected just due to his "personnel mix." He has three types of people. Some of them are the old timers - mature, loyal, patriotic and in most cases imaginative and dedicated. These are the ones that enable any crew to operate with fewer people than thought possible. Then you have the second-stringers who are also hardworking but lack that spark that makes leaders. Where Bob may have trouble is with the third class - the young, low pay grade boys, particularly in Commo and Security, who are immature, lack stability and who aren't happy with anything - even when drunk. They haven't learned to adjust. This isn't Bob's fault nor is it anyone's because you can't stock any organization with nothing but "first three graders." However, anyone sent overseas where each "warm body" has to produce should be carefully screened to make sure he can pull his weight in the boat.

25X1A Bob's largest problem is that of supply. Supply, that is, that is supposed to come from more conventional sources than project. Supply at the local level has been very poor since Col. [REDACTED] left.

Practically all general purpose and some special purpose vehicles are "salvage" vehicles and are, consequently, "lost" insofar as AF records are concerned. They have long since exceeded normal maintenance and mileage requirements for replacement. Although it probably isn't advisable to place them under normal UAL procedures, some similar system should be set up.

There is no field maintenance available for overhaul of heavy equipment. I'm not even sure there are such facilities in all of PACAF.

So, Bob needs replacement vehicles; but, above all, he needs a competent Motor Pool NCO to keep the [REDACTED] in line and on their toes.

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Another problem that is more a local supply problem is the need for better furniture and accessories for quarters and the common living areas including kitchen and dining equipment. Perhaps with the demolition of Washington Heights some could be made available without too much cost for transportation.

While the quality of the mess is generally good, it is sporadic because of refrigeration difficulties. This is common to the island. When supply ships arrive everyone lives "high", but in between the menu leaves something to be desired. They could use a two-door, walk-in freezer (about 800 cu. ft.) for

appendix B

-2-

meat storage. Perhaps one could be made available from DOD surplus. 25X1C

While I was there, [REDACTED] jumped on me with both feet about new equipment for his new processing building. I had absolutely nothing to do with a request of his for more equipment, but on reviewing the list I don't think we could hazard much by filling it or its equivalent. It is strictly for reproduction or P.I. work and doesn't increase their processing capability.

Appendix C
Trip to Det. G (Staging)

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Col. [REDACTED] doesn't seem to have any problems which he is willing to admit to, but he does have a few which are beyond his control.

For one thing, he and his people are confined to a "compound" while on base. While tremendous improvements have been made in this area in the past few years, the fact remains that the "compound" commander and his troops are rotated on a three week basis and therefore the general reaction is "you can put up with anything for three weeks." What they need most of all are a few additional recreational facilities such as a pool table, shuffle board and a swimming pool. This last, while sounding expensive, should be cheap because a Sea Bee detachment with adequate equipment exists. Therefore a plastic pool with a means of chlorination of the water should suffice.

Nevertheless morale seems to be high.

Another problem is that they are credited with being in better shape equipment wise than they really are. While they have two "B" configurations with them, the optics of one have never been much good and it would be used only upon complete breakdown of the other.

This brings me to an elaboration of a composite conclusion reached at both G & H. Operation of the camera configuration has become a routine, but a routine without the carefully documented maintenance procedures that characterize the aircraft maintenance. Too much is left to individual ingenuity. Central or home office procedures are modified in the field through local experience, but such modifications are not fed back (or, if so, they are not incorporated) for the benefit. Without exception, the personnel of the Special Equipment Sections are dedicated individuals and take great pride in their work. I have seen them close to breakdown when a failure occurred. But the fact remains that they need a closely controlled, detailed, rigorous teardown and overhaul procedure that is uniformly followed by all. There is need for many more factory assembled subassemblies as spares or perhaps, as alternates, complete configurations which are rotated through factory overhaul at more frequent intervals than at present.

My friends at Hycon will resent the above, but they shouldn't because it is primarily a Headquarters' problem and stems from the 1955-56 philosophy of - "this is a program with a one year life." I know, I've been exposed to the same philosophy. But, unless the program is to be closed out immediately, it needs an updated and coordinated SOP provision for and enforcement of transfer of ideas, better reporting and analysis

Appendix C

-2-

of troubles as well as integration and full utilization of field experiences.

G has fewer supply problems than H largely because they must depend on project channels for practically everything. They do have space and weight problems because theirs is the staging problem. It is possible that we may be able to make a better processor for them. They need this not only because of space and weight, but because of water shortages.

A final anomaly I would like to comment on is that, while H has many problems with telescoping film, G doesn't report any. Since the rolls are handled alike until they reach the depot, the only conclusion I can come to is that the difference rests with overseas MATS handling versus handling throughout under project control.

One important fact that emerged from this visit is that, while on Staging, G receives very little feed back from processing locations on troubles. I went over this with [REDACTED] but perhaps the Reports Control manual needs revision.

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Appendix D
Possible Action Items

The following list covers problems both project and personal, for investigation and possible recommendations. No action will be taken on any but personal items without Headquarters' approval.

1. Investigate use of SO-130 in tracker.
2. Determine Dayton process for SO-130.
3. Determine cost of speeding up Dayton processors from 10 to 25 fpm.
4. Investigate practicability of more transportable 70mm processor to replace B-5 tanks used in staging.
5. Determine if color film has any advantages in tracker camera.
6. Determine advisability of recommending Versamats to replace EH6A.
7. Provide mylar splicing tape (E.H.).
8. Duping process for Kodachrome II (D.B.).
9. 8mm sound film and cameras for simultaneous recording (D.B.).
10. Provide gage for checking overall spool width.
11. Provide No. 910 cement (E.H.).
12. Check Retina 3C and accessories (J.C.).
13. Check cost of EH6A mods.
14. Investigate small portable ozalid machine for H.